

Enhanced Work Planning Training-Course Three

Target Audience:

Members of the facility CORE Team(s). However, sections can be used to brief senior management, middle management, and DOE oversight personnel to promote EWP implementation. For maximum benefit, the EWP CORE Team leader(s) and members should participate as a unit. As a prerequisite, participants in this training should have completed Course Two.

Time Limitation: 8 hours

Class size: 10 to 15 participants

Course Objectives:

1. Discuss the history, purpose, and scope of the EWP Program.
 - a. Briefly lay the foundation for the course to elaborate on.
 - b. Ensure all participants "on the same page."
 - c. Communicate objectives of EWP.
2. Discuss methods for overcoming resistance to change and gaining support for EWP.
 - a. Eliminate "stovepipes."
 - b. Improve customer and management involvement.
 - c. Provide actual examples from successful sites.
 - d. Stress Team approach as the catalyst that makes EWP work.
3. Discuss the five Key Elements for successful implementation of EWP.
 - a. Worker Involvement
 - must feel free to participate and contribute
 - everyone with a role in accomplishing work
 - injects "reality"
 - quality of work parallels degree of worker ownership
 - improved worker morale
 - must be competent and familiar with tasking
 - b. Organizationally Diverse Teams
 - must remain unbiased and impartial
 - planners, engineers, workers, safety and health, radiological controls, training, and line management
 - c. Graded Approach
 - not every process needs EWP
 - based on risk and complexity
 - identifies those tasks which can be safely accomplished by "skill of the craft"
 - identifies the rigor of the planning based on the complexity of the task

- d. Line Management
 - cannot be imposed on, must be sponsored by
 - positive attitude
 - must have necessary leadership skills, knowledge, and authority
 - e. Organized Institutionalized Communication
 - identify and build on successful projects
 - use lessons learned
 - minimize duplication, maximize resource utilization
4. Describe sample steps for successfully implementing EWP.
 - a. Secure management (DOE and Contractor) commitment/sponsorship.
 - b. Establish and train CORE Team(s) and Responsible Organization.
 - c. Baseline current work planning and practices.
 - d. Identify "targets of opportunity" (immediate gains).
 - e. Set TEAM goals and objectives.
 - f. Develop an implementation plan.
 - g. Establish process for work flow.
 - h. Develop, implement, and track performance measures/indicators.
 - i. Demonstrate enhancements.
 - j. Obtain DOE Steering Committee endorsement of site EWP program.
 - k. Implement EWP Program.
 5. Discuss work products, processes, and tools available from other facilities and how they can be utilized.
 - a. Discuss only items that may be easily modified for multiple-site use.
 - b. Ensure items discussed actually work.
 6. Discuss how success and failures are documented and shared locally and complex-wide.
 - a. EWP Homepage.
 - b. Use easily understandable examples.
 - c. Don't "launder" failures.
 7. Discuss resource requirements and commitments needed for successful implementation.
 - a. "Upfront" costing.
 - b. ES&H support.
 8. Discuss performance measures and return on investment as applied to EWP.

Course Delivery:

This course will be offered to EWP Steering Committee members for endorsement and then turned over for local implementation at DOE sites. Course should be delivered by a Trainer/Instructor with sufficient technical understanding of the Enhanced Work Planning Initiative and a present or previous EWP CORE Team member.

Final Deliverable:

20 master training packages to include lesson plans, overheads (including paper copies), required audio visual materials, handouts, and student workbooks.

Instructional methods/notes:

The course will be delivered in workshops/seminars to facilitate the exchange of ideas, and have time for question and answer sessions. Material will be presented followed by a guided period. Presentation of materials and discussions will be facilitated by using case studies of lessons learned and examples of successful EWP products and tools from demonstration sites.

Key to the successful development of this course is the extraction of knowledge from those EWP team members around the complex who have worked hard to establish successful programs. Much has been learned trying to get EWP up and running. An agreed upon process for implementing EWP will need to be determined in the early stages of development.